



**CHAMPAIGN COUNTY BOARD
STRATEGIC PLANNING COMMITTEE AGENDA**

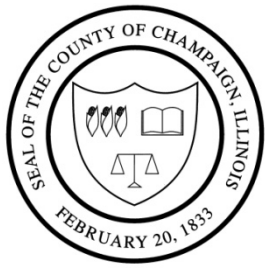
County of Champaign, Urbana, Illinois
Wednesday, August 5, 2014 – 5:30pm

Lyle Shields Meeting Room
Brookens Administrative Center
1776 E. Washington St., Urbana

County Board Committee Members:

James Quisenberry - Chair
Stan Harper
Josh Hartke
Jeff Kibler
Pattsi Petrie

- I. **Call to Order**
- II. **Roll Call**
- III. **Approval of Agenda**
- IV. **Approval of Minutes**
July 9, 2014
- V. **Public Participation**
- VI. **Discussion on Strategic Plan Update FY2015**
- VII. **Next Meeting Date**
- VIII. **Other Business**
- IX. **Adjournment**



Champaign County Board Strategic Planning Committee
County of Champaign, Urbana, Illinois

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MINUTES – SUBJECT TO REVIEW AND APPROVAL

DATE: Wednesday, July 9, 2014
TIME: 5:30 p.m.
PLACE: Jennifer Putman Meeting Room
Brookens Administrative Center
1776 E Washington, Urbana, IL 61802

Committee Members

Present	Absent
James Quisenberry (Chair)	
Stan Harper	
	Josh Hartke
	Jeff Kibler
Pattsi Petrie	

County Staff: Deb Busey (County Administrator), Beth Brunk (Recording Secretary)

I. Call to Order

Committee Chair Quisenberry called the meeting to order at 5:35 p.m.

II. Roll Call

Recording secretary declared a quorum present from a verbal roll call.

III. Approval of Agenda

MOTION by Mr. Harper to approve the agenda as presented; seconded by Ms. Petrie. Upon vote, the **MOTION CARRIED unanimously.**

IV. Public Participation

None

V. Discussion on Strategic Plan Update FY2015

Mr. Quisenberry explained that the last update of the County Board’s Strategic Plan was in 2011. This Committee will review it and collect information on revising it. The process will gather information from Board members, constituents and elected/appointed officials on additions or deletions to the plan. Then the results will be processed by the Board and an update brought to the full board in November. Ms. Busey noted that FY2015 department budgets will be based on the current strategic plan. This update for FY2015 will be used by County departments for their FY2016 budgets. Mr. Quisenberry thought the strategic plan should be reviewed in conjunction with the County Board cycle – every two years. The process should be finalized early in a Board’s term so they can work on the goals that they have set.

Mr. Quisenberry asked the Committee for input into the Values, Vision and Mission. Ms. Petrie read some constituents’ questions:

- 1 • How does the County Board affect the quality of education?

2 Ms. Busey noted that education referred to Head Start, Extension Education and juvenile programming.
3 Ms. Petrie thought those programs might be listed for clarification.

- 4
5 • Where are environment and natural resources?

6 Mr. Quisenberry stated that a bullet point for management of natural resources may be listed under
7 Quality of Life or Responsibility to the Public (stewardship). Ms. Petrie thought it was important to
8 include due to the Board's involvement with such programs as the Land Resource Management Plan,
9 Land Evaluation Site Assessment, Big Small All, Blue Ribbon Panel Environmental Report, Greenways &
10 Trails, water planning and the Mahomet Aquifer initiatives.

- 11
12 • Do health care services refer to the nursing home?

13 The Champaign County Board of Health, the Mental Health Board and Developmental Disabilities Board
14 are also responsible for delivering health care services to the community.

- 15
16 • Should the Vision Statement reference "customer service"?

17 Ms. Busey stated that term was used to convey the expectation of responsive customer service in a
18 government setting. Ms. Petrie suggested changing the Vision to: "Our vision is to be a recognized leader
19 in local government where every official and employee has a personal devotion to excellence in public
20 service and embraces the highest standards of ethics and integrity, ~~which enables us to provide the best~~
21 ~~customer services to serve~~ the citizens of Champaign County."

22
23 Mr. Quisenberry envisions staging this process so that everything does not go to the County Board at
24 once. The first step will review the Vision and Mission statements and the bullet points on the Values to
25 determine changes. The goals will come next as they are driven by the values.

26
27 Mr. Quisenberry proposed the following timetable:

- 28
29 • **August Policy Committee of the Whole (COW)** - brief introduction on the minor revisions to
30 the Vision and Mission statements, and Definitions of Values
31 • **September Policy COW** – Strategic Plan's primary goals and initiatives
32 At this point, the process would engage the elected/appointed officials for input.
33 • **October County Board meeting** - revision of the Champaign County Board Strategic Plan will be
34 discussed
35 • **November County Board meeting** – tentative approval of Champaign County Board Strategic
36 Plan

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38 Ms. Petrie would like to review the ideas and initiatives from last Strategic Planning session in 2011. Ms.
39 Busey will e-mail that information to Committee members.

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41 Mr. Quisenberry explained the importance of keeping Vision and Mission as separate statements. Vision
42 is what the organization aspires to, and Mission is what is actually done. Ms. Petrie opined that the
43 County's Vision and Mission statements were too similar. Mr. Quisenberry suggested adding:
44 "Champaign County *Board* is committed to its citizens . . ." to reflect the County Board's Mission
45 whereas the Vision is aspirational for the County. Ms. Busey noted that every County department has a
46 Mission statement within their budget documents that describes how their operation fits under the
47 Board's established Values and Goals.

48
49 Mr. Quisenberry asked if the members could eliminate any completed goal from the list. Ms. Petrie
50 noted that the electricity aggregation goal could be removed. Mr. Quisenberry thought the goal
51 concerning the nursing home in #3 should be revised to include a focus on the quality of service.

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53 Mr. Quisenberry would like to schedule the next Strategic Planning Committee meeting on Tuesday,
54 August 5th in the Putman Meeting Room to update Mr. Hartke and Mr. Kibler on this process.

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VI. Other Business

None

VII. Adjournment

There being no further business, Mr. Quisenberry adjourned the meeting at 6:22 p.m.

CHAMPAIGN COUNTY BOARD STRATEGIC PLAN

VALUES

*Diversity
Quality of Life
Justice
Teamwork
Responsibility to the Public*

VISION

*Our vision is to be a recognized leader in local government where every official and employee has a personal devotion to excellence in public service and embraces the highest standards of ethics and integrity, ~~which enables us to provide the best customer services to~~ **serve** the citizens of Champaign County.*

MISSION

*Champaign County **Board** is committed to its citizens by offering a wide range of services in a cost-effective and responsible manner.*

DEFINING OUR VALUES

DIVERSITY

- Hiring practices to promote a workforce reflective of the community
- Recognition and appreciation of diversity of the community
- Equal and inclusive access to services and programs

QUALITY OF LIFE

- Value broad range of quality education
- Manage and encourage delivery of quality and effective health care services
- Effectively manage real estate tax system
- Support of local business community
- Promote effective economic development
- *Management of Natural Resources*

JUSTICE

- Equal access to civil and criminal justice services
- Place value on public safety and individuals' rights
- Encourage effective communication among public safety/criminal justice system providers
- Prevention of recidivism
- Manage safe and secure detention facilities

CHAMPAIGN COUNTY BOARD STRATEGIC PLAN

TEAMWORK

- Intra-governmental cooperation
- Inter-governmental cooperation
- Collaboration to achieve goals
- Civility and cooperation among the County Board

RESPONSIBILITY TO THE PUBLIC

- Fiscal solvency
- Transparency
- Responsiveness
- Efficient and friendly delivery of services
- Ethical acts
- Critical thinking

GOALS

GOAL 1 – Champaign County is a High Performing Local Government Organization Committed to Open, Transparent Governance

County Board Initiatives:

- Upgrade and maintain technology systems:
 - Financial management and accounting
 - Technology communication
 - Real estate tax cycle
 - Integrated justice information
- Make intergovernmental cooperation a goal in projects (e.g. – Mahomet Aquifer)
- County Board contracts – allow for timely review by Board members; ensure that contracts are enforceable and written to protect and benefit the County
- Succession planning for County Administration

GOAL 2 – Champaign County Maintains High Quality Public Facilities

County Board Initiatives:

- Development of comprehensive plan for county facilities and campuses, establishing goals and objectives; documenting maintenance repair and replacement with an emphasis on sustainable solutions and “orgreenic” concepts; developing annual appropriation for implementation of plan
- Study and plan to document long-term solutions for county jail facilities and operations through:
 - Assistance and planning from the criminal justice system officials
 - Potential establishment of Citizens Advisory Committee

CHAMPAIGN COUNTY BOARD STRATEGIC PLAN

GOAL 3 – Champaign County Promotes a Safe and Healthy Community

County Board Initiatives:

- *Focus on quality of service and financial stability at the Nursing Home*
- ~~Financial solvency of the Nursing Home to ensure ongoing delivery of service~~
- Ongoing commitment to improving health insurance – through education, evaluation of benefits, and management of cost
- Delinquency prevention through funding of programming and appropriate services

GOAL 4 – Champaign County is a County that Supports Balanced Growth

County Board Initiatives:

- Ongoing monitoring and review of the County Economic Development Policy
- ~~County wide referendum to offer the opportunity of electricity aggregation for residential and small businesses~~

STRATEGIC PLANNING - IDEAS & INITIATIVES LISTING - REVIEW COMPLETED JULY 6, 2011

* not everyone ranked every idea

Idea	Idea/Initiative	Average Ranking	Ranking Counts*	County Board Member Comments (by rank)
1	Establish processes for regular review of areas where processes have tended to be more arbitrary - e.g. - fees & fines, compensation, etc.	3	1=1 2=6 3=9 4=7 5=2	1.) Sounds like Pius baloney to me. 2.) A little too nebulous to be actionable. 3.) Makes sense, do not want to micro manage departments. 3.) We should ID the fines, etc. that are flexible and then set up logical timetables for review and adjustments. 4.) Department heads leading the process when needed. 4.) Believe this would lead to efficiencies and better decision making. 4.) The county seems to have a history of being reactive on this type of thing which results in inconsistent or inappropriate budgeting (too high or too low) and unnecessary drama when a particular process must be addressed at the eleventh hour. This relates to what we should be doing in terms of succession planning (idea #19) in that both areas include identifying recurring activities, duties and responsibilities and determining the appropriate person within the organization to handle them.
2	Reduce use and consumption of paper, finding alternative ways of disseminating information	3	1=6 2=5 3=5 4=4 5=4	1.) Already being done 1.) A paper trail is an invaluable "permanent record" 1.) Saving paper and money is obviously good but I am skeptical that the dollar amounts here are large enough to have the potential impact of some of the other ideas on the list. The recent reduction in newspaper advertising requirements will help with this. I know that The Board of Review has already identified ways in which it can avoid sending unnecessary notices to landowners. Since these costs are attributed to departmental budgets it seems that there's already an incentive for department heads to look here for an obvious way to control costs-I'm not sure it rises to the level of a strategies planning goal. 2.) Paper is sustainable 3.) when possible 4.) We should be doing this all the time. Once we get our membership to 22, then we can make broader changes, as in item #11. 4.) We should reduce printing and paper costs where possible for environmental reasons 4.) Relates to general orgreenifying (now there's a word). 5.) When possible.
3	Upgrade to county's financial management and accounting system	4	1=2 2=1 3=8 4=5 5=7	Not Ranked) Not sure if this means computer system 1.) Aren't we already doing this? 2.) when we can and if affordable 3.) Need more information, might rank this higher if the urgency is documented. 3.) When possible. 3.) I'll give a 3 to looking at this issue, but I don't have enough information to know whether we need to do it or not. The strategies planning goal should be "Assess the need for an Upgrade..." rather than "Upgrade..." until it's been established whether and how badly we need it and how much it would cost. This seems like it should be driven by administrative services bottom-up rather than by the board top-down. 4.) But we need a "cooperative" Auditor. 5.) Costing us daily with inefficiencies. Must replace.
4	Election year, provide orientation workshop for new county board members - making use of former board members and past board chairs to share historic knowledge	3	1=4 2=3 3=9 4=2 5=7	1.) Who's the Professor 2.) Less important now, but maybe more important next year. 3.) At no cost to the county 3.) Solid idea to bring new board members up to speed, but is this strategic planning? 3.) This is kind of specific and unambitious for a strategies goal-maybe something along the lines of "Ensure that Board members are able to contribute effectively..." which could include this kind of orientation, as well as any training or development that it was obvious would be cost effective and beneficial (similar to idea #8). I appreciated the opportunity as a candidate (before the election) to participate in the session like this that which I think Mr. Nudo requested and Ms. Busey offered last summer. It was very useful. 5.) Do this. 5.) Use of former members will enhance the existing workshops/intro sessions that we have now. 5.) Great idea.

* not everyone ranked every idea

Idea	Idea/Initiative	Average Ranking	Ranking Counts*	County Board Member Comments (by rank)
5	Make intergovernmental cooperation a goal in projects, e.g. Mahomet Aquifer	4	1=2 2=5 3=2 4=8 5=8	1.) Sounds like Pius baloney 2.) Already doing where appropriate and not always appropriate. 3.) When we can and if affordable 4.) This should be standard practice. 4.) Generally we should be seeking ways to share/reduce costs by cooperation. 4.) Protecting County integrity. 5.) Intergovernmental cooperation and communication should be a goal in any county project that affects other municipalities or districts. The county should seek to have a representative on local and regional intergovernmental boards. As a technical matter the county should demand and/or encourage that alternate county representatives who are present as a result of an appointed county representative's absence be allowed to participate fully including participating in voting.
6	Establish a process for the county board, elected officials, and county staff to have "idea exchanges" to create a better understanding of the various roles and show appreciation for all accomplishments.	3	1=4 2=5 3=9 4=6 5=1	1.) Like our current "study sessions?" 2.) Manager Responsibility 2.) I thought we were already doing this 3.) This is a good idea, but how do we do it? 3.) I think we should make better use of our existing time but I agree we need a better way to discuss ideas and grow them. 3.) I think we do this some times. 3.) So long as it's not a retreat. 4.) "appreciation for all accomplishments" sounds a little too touchy-feely to be meaningful, but I agree that more frequent and substantive communication among board members, elected officials and staff would be useful. A related issue I would like to see considered is the idea of proactive Labor/Management conferences so that ongoing or developing labor issues can be dealt with in advance of contract negotiations. It seems that the only time a number of labor issues are raised is at the bargaining table, and this results in negotiation sessions which are inefficient, overly long and unnecessarily acrimonious. I discussed this issue with Ms. Busey and she also felt such communication would be productive.
7	Renovate the county board meeting room so the public feels more engaged with the county board members.	2	1=8 2=7 3=3 4=2 5=4	1.) Not Priority, Manager Responsibility 1.) Don't think this is the best use of County Funds. 2.) We need to do this when we have it in the budget 2.) This should be put off until 2013 when the CB has 22 members. 2.) Start this process for the smaller board in 2012. 2.) Will happen after 2012 elections and reduction in size. 2.) the most pressing need for the board room is to provide padding for the "church pews"-they are abusive to sit on for any length of time. People will feel more "engaged" and respected if they aren't uncomfortable. If there is any hope of board members adopting "paperless" technology there needs to be electrical outlets at each table and the Wi-Fi needs to be reliable. But in terms of issues facing the County, this is hard to get excited about. 4.) when possible and we have the money. 5.) Also improve PA system
8	Build into budget professional development for Board members at NACo	2	1=7 2=7 3=5 4=0 5=4	Not Ranked) Not a good use of tax money 0.) Read the flyers & internet 1.) I think this is a waste of tax payer money. If there is a special need then send only those necessary to get what we need (NO PARTY TIME) 2.) More interested in the next time and I think they should be combined. 2.) Professional development sessions can range from extremely useful to a total waste of time-I would want to make sure any training was going to be of specific relevance to Champaign County and that it would be cost-effective. 3.) If we can afford it. 3.) Good idea when we have the money. 3.) Budget dependent. Useful. 5.) Imperative

* not everyone ranked every idea

Idea	Idea/Initiative	Average Ranking	Ranking Counts*	County Board Member Comments (by rank)
9	Re-establish the educational plan and budget for all departments.	3	1=3 2=5 3=7 4=5 5=2	1.) Every department is going to be different in terms of their education and training needs and I think we need to let the department heads identify needs and request them through the budget process rather than imposing them top-down. 2.) That is a department responsibility. 3.) Let the department come up with an educational plan and work it in their budget only if needed and justified. 3.) Good idea when we have the money. 3.) I support this. 3.) See #8 above. 5.) Imperative
10	What can be done to increase minority hiring and retention (county employees and county contractors) throughout County? Disparity Study and/or other methodologies.	2	1=9 2=4 3=6 4=1 5=3	0.) Need to treat everyone fairly and equally. NO MORE STUDIES. 1.) We need to treat everyone equally and fairly. We have done enough studies. We should not tell contractors how to run their businesses. 1.) This should be ongoing. It is not easy to find/identify minority contractors. 2.) It is imperative that the county follows all applicable laws in terms of hiring and awarding of contracts. It seems like it should be a relatively inexpensive and straightforward process to compare the rates at which minority employees are hired, are promoted, and leave, and contracts that are awarded to minority-owned businesses with those of other public units in Champaign County and beyond, to establish whether there appears to be a disparity. If so, it would be appropriate for the board to discuss the potential causes of such a disparity and based on that discussion identify any appropriate actions or an appropriate direction for additional study. 3.) Important but in the middle of the pack for me. 3.) Already great progress with contractors. Better or more readily available data would be helpful. 5.) But not a disparity study!
11	Design & Implementation of Paperless system for County Board Meetings	2	1=4 2=6 3=9 4=2 5=1	(Not Ranked) didn't answer but drew arrow referring to #2 1.) Our constituents are far from paperless 1.) This would save some printing and copying costs and in the long term it seems to be a good idea, but from a practical standpoint I suspect it will result in members having even less familiarity with the contents of the meeting packets. The lack of electrical connections and reliable Wi-Fi in the meeting room might make this impractical. We don't want members' participation being impaired because their batteries are dead. 2.) I find it handy to have copies. 2.) We can plan for it but it should be implemented in 2013 (see #7). 3.) Does this require computers for all at meetings? 3.) should be combined with #2 3.) If cost effective & practical 3.) Will save but will be hard to enforce/change habits. 4.) Only if practical.
12	Re-design of County web-site to continue enhancement of the internet as a communication tool for all county operations and services	3	1=2 2=7 3=6 4=3 5=5	2.) That is an IT issue. 2.) This should be an ongoing process. 2.) Would be helpful to modernize but not critical. 3.) with IT leading 3.) The web site isn't great, but it seems to be relatively complete in terms of what's on it. Rather than a "re-design" I wonder if we can look at a simpler solution like a more intuitive front page, a site map, an index, or other ways to make it easier to find the content that's already there. Another point to consider: more and more people are accessing web pages using phones and other mobile devices. The use of scripting, images, animation and other technologies customarily favored by web designers as eye-catching or appealing from a marketing standpoint are generally gratuitous and should be minimized so that the web page can be accessed by as many people on as many types of devices as possible. 5.) We need to have County information more accessible to the public.

* not everyone ranked every idea

Idea	Idea/Initiative	Average Ranking	Ranking Counts*	County Board Member Comments (by rank)
13	Improve technology vision and continue planning	3	1=5 2=4 3=11 4=3 5=1	1.) Just what does this mean? 1.) Too nebulous 2.) We have to continue to plan as technology changes-should be ongoing. 2.) Nothing wrong with our technology vision, just don't have resources to implement much at this time. 3.) Yes 3.) Not a lower priority because it is something on which the county obviously spends a fair amount of money, and which has the potential to streamline operations. Not a higher priority because it's so vague--obviously there should be individuals within the county administration who are tasked with staying on top of new technologies and identifying ones that were of obvious benefit, and using that knowledge to advise to the county administrator and to inform the budgeting process. This seems more like the job description for the county IT department than a board-level priority.
14	Financial Solvency of Nursing Home	4	1=3 2=2 3=3 4=6 5=10	1.) Current system working well 1.) I am not sure how a county-owned entity can ever be truly self-sufficient. 1.) Satisfied with the current situation, so not a priority currently for me. 2.) Evaluation important but 18 months implies assumptions that may not be reasonable 2.) Just got done doing this via renewal of MPA. Good to keep eye on ball, but for now, we're in good shape here. 3.) Not sure it can happen that soon. 4.) this will continue to be a problem we need to keep on this. 4.) Not sure this is an "idea" as much as a clear part of the board's job, but I agree it's important to stay on top of the financial picture at the nursing home. Although self-sufficiency seems to be a non-negotiable requirement at this point due to the county's financial condition, in the long term there needs to be a discussion about the mission of the CCNH in terms of its mix of private- and public- pay patients and what additional services it should be providing. The mission statement as I perceive it now is "serve as many public-pay patients as possible without losing money" which seems to be a goal that arose out of necessity rather than intention; once this or a future board is comfortable that the CCNH has survived the crisis of the past several years, some longer-term thinking in terms of the mission of a public nursing home (targets for percentage of public pay patients; what mix of services best serves the interests of the community; how the CCNH compares and compliments private nursing home offerings, etc.) would be appropriated. 5.) The CCNH needs to be self sufficient. 5.) Do whatever we need to keep it going
15	Development of coordination and improved collaboration between the County Board of Health and CUPHD	3	1=2 2=5 3=7 4=8 5=2	0.) We can not be a CUHD and do not want to be!!!!!!!!!!!!!!!!!!!!!!!!!!!!!! 1.) Collaboration is ongoing and improving. 2.) Live within our limits!!!!!!!!!!!!!!!!!!!! 2.) Would be nice if not great, but this will take referendum to change if I'm not mistaken. 3.) Not sure the County Board has much control of this 3.) The current structure seems needlessly complex but it also seems to be working; to the extent that the county can explore long term improvements to the structure I think our participation would be valuable, but this doesn't seem like a top priority. 4.) An excellent opportunity to find economy by cooperation. 5.) Separate health districts are highly inefficient

* not everyone ranked every idea

Idea	Idea/Initiative	Average Ranking	Ranking Counts*	County Board Member Comments (by rank)
16	Ongoing commitment to improving health insurance - through education, evaluation of benefits, and management of cost	4	1=1 2=1 3=10 4=5 5=7	1.) Happening through eventual insurance committee. 2.) Not sure what the focus of this is. 3.) Cost Cost Cost !!!!!!!!!!!!!!! 3.) We have the employee advisory committee on this -- which seems to be going in the right direction. 3.) Do not over commit. Careful!!!!!!!!!!!!!! 5.) The staggering rate of increase in health care costs will make it more and more difficult for the county to maintain staffing levels and morale at the levels necessary to provide essential public services. Health care costs that once represented a "fringe benefit" of a few percent of an Employee's salary now represent a substantial portion of their compensation. The county needs to get out in front of this problem through aggressive negotiation with providers; through investigation of creative benefits structures such as self-insurance backed by a catastrophic, high-deductible or reinsurance plans from an outside insurer. The county should also work with department managers and union representatives to make sure employees are aware of the impact of increasing health care costs on the county's ability to offer wage increases and encourage employees to participate in county benefits discussions via avenues like the health care committee which is taking shape now.
17	Establishment of a County Board Executive Committee	2	1=9 2=1 3=5 4=4 5=1	0.) NO deal!!!!!!!!!!!!!!!!!!!!!!!!!!!!!! 0.) NO!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!! 1.) I'm not sure! What's the purpose? 1.) A bad idea. 1.) Not supportive of this. 1.) Elevating some county board members to an executive committee seems like it would relegate other county board members to second-class-citizen status and seems counterproductive. It also raises issues of representational equity in that voters in districts without representation on the executive committee could be at a disadvantage in terms of getting their issues onto the board's agenda. I support the COW structure in that it allows all members who want to participate to do so. If the COW structure is considered to be unworkable, returning to a system of individual committees with open meetings seems preferable to an executive committee approach. 4.) This is worth looking into but how is it to be structured? 4.) Even with a 22-member board, this could and would create better communication and hence decision-making.
18	County Board Contracts - allow for timely review by Board Members; ensure that contracts are enforceable and written to protect and benefit the County	4	1=1 2=2 3=3 4=5 5=14	1.) Individual board members brought in when it makes sense. Otherwise, let professionals do their job. 2.) Is this really a problem? 2.) Not sure this is a strategic item, but rather an operational issue. 3.) Doesn't County attorney already review? 3.) We can work on the timing of reviewing contracts within limits. Some come to us with little time to review. Contracts should be enforceable and written to protect the County, but they should benefit both parties (i.e. neutral) 3.) Timely review, definitely; there seems to be a lack of advance planning in terms of keeping track of when various contracts, grants and intergovernment agreements will come up for renewal and communicating this to board members. "ensure that contracts are enforceable and written to protect and benefit the County" seems like a fundamental obligation of any public body and its legal counsel, so I wouldn't call it a strategic goal. 5.) Timely is key 5.) All contractors or just hwy & facility 5.) Yes 5.) Needs to happen.

* not everyone ranked every idea

Idea	Idea/Initiative	Average Ranking	Ranking Counts*	County Board Member Comments (by rank)
19	Succession Planning for County Administration	4	1=1 2=1 3=5 4=4 5=13	1.) Ok 2.) Not very predictable 3.) Definite need, but in the middle 3.) When needed 5.) YES -- because we do not have one. (5) Because of knowledge base of Administrator and magnitude of the job, this item is very important. 5.) The county has be fortunate to have a long-serving county administrator but being able to handle change (both expected and unexpected) means finding ways to ensure that knowledge of county administration is not vested in one individual. Succession planning at the very least needs to include a review of management, personnel responsibilities and procedures with an eye toward making them transferable. In 2013 we will lose at least 5 experienced board members and will likely have a new board chair. This will be chaotic enough on the new board without having to deal with the current board's inaction on succession planning. We need to get out in front of this now.
20	Development of comprehensive plan for county's facilities and campuses, establishing goals and objectives; documenting maintenance repair and replacement with an emphasis on sustainable solutions and "orgreenic" concepts; developing annual appropriation for implementation of plan	4	1=2 2=0 3=1 4=4 5=16	1.) Long over due but with emphasis on cost, not green concepts. 4.) Absolutely useful to plan accordingly regardless of our ability to implement in a given year. 4.) The County absolutely needs to be taking a long term view of keeping its physical plant safe and efficient. It seems clear that the short life span of the downtown jail is at least partly a result of insufficient and deferred maintenance. The sheriff's office downtown apparently recently went without hot water for weeks. Brookens clearly has significant HVAC and energy efficiency issues and is rife with life safety violations in terms of missing and inoperative exit signs and labyrinthine offices with insufficient evacuation routes. I have to assume other County facilities have similar problems. Hopefully the recent addition of a building & grounds manager will help get this on the right track, but before we start trying to be "orgreenic" I'd settle for being safe and halting the deterioration of conventionally constructed facilities. These aren't necessarily issues that the county board should be intimately involved in, but the board should ensure that county staff are given direction and funding to address this area. I agree that specific attention should be paid to appropriating money for preventive maintenance as opposed to being entirely reactive. 5.) What's orgreenic? Mean 5.) Plain common sense 5.) Yes. This should be ongoing and updated routinely. 5.) Absolute need. 5.) Keep emphasis on cost, not concepts. Must maintain a maintenance reserve!!!!!!
21	Study and Plan to document long-term solutions for county jail facilities and operations; through utilization of inter-departmental input, assistance and planning from the criminal justice system officials, and potential establishment of Citizens Advisory Committee - all to work with the County Board to identify use of jail and development of best solutions for jail facilities and operations.	4	1=2 2=0 3=1 4=4 5=17	0.) citizens advisory Committee 1.) No citizens committee! 1.) We do NOT need to tell the sheriff how to run his jail and we do not need a Citizens Advisory Committee. (5++) NOW 5.) The Satellite Jail was sold as the solution to our jail problems. It obviously wasn't. The next building/renovation project needs to last longer than 10 or so years. 5.) We appear to be moving towards an "emergency" situation. 5.) No question that this is our most pressing need to resolve. 5.) Should be rolled into #20 above 5.) Long term solutions 5.) Particularly in terms of jail planning, this item is critical to staying on top of financial and public safety needs. 5.) This may be the most important issue faced by this board given the deteriorating condition of the downtown jail and the inevitably long lead time in terms of identifying and implementing a solution, I support the goal as stated here. A "Citizens Advisory Committee" should be structured and expected to be a source of creative ideas and productive discussion rather than a forum for airing past grievances about law enforcement in general. (21-B) 5.) We should look at long term solutions for our jails.

* not everyone ranked every idea

Idea	Idea/Initiative	Average Ranking	Ranking Counts*	County Board Member Comments (by rank)
22	Develop a process for movement from Visioning(big.small.all)/LRMP to documenting and adopting a Comprehensive Plan.	2	1=8 2=3 3=5 4=2 5=2	0.) Hasn't this died yet 0.) do nothing until we get our zoning in order. This will continue to be a problem until we do something. 1.) the real issue is Zoning Not comp plan. 1.) STOP the LRMP before it does any more harm to the county and the citizens we all serve. We need to clean up our zoning department. 2.) We need to avoid the assumption that just because big.small.all produced a "vision," that this vision is universal. Given the disparity of opinion among county residents on many zoning and land use issues, it seems impractical to expect to complete a comprehensive planning process which operates at the level of detail contained in the LRMP. A less ambitious, high-level comprehensive plan which enshrines consensus goals might be a better place to start. The intersection of the zoning ordinance, LRMP, and zoning enforcement seems to be in a bit of a shambles; if we think we can develop a comprehensive plan that makes the situation better rather than worse I'd be supportive of it, but I have to admit I'm skeptical about being able to accomplish that given the current board, staff and available resources. To be honest I think that the planning staff and the previous board overreached on the LRMP as evidenced by the debate over the 1-or-2-or-3-for-4 issue and I am concerned that much of a comprehensive planning process might just be a repeat of that debate at this point. 3.) Bottom of the middle for me 4.) But what is the best way to do this? 4.) Think it's important but question the do-ability based on strong feelings and eventual super majority requirements.
23	Maintain focus on sustainability and sustainability issues including working through Extension Education towards the establishment of local food council as a means of economic development	2	1=9 2=7 3=3 4=3 5=0	0.) Not a project for County government. 1.) I'd be interested in hearing more about this in terms of its economic impact and benefits and the appropriateness of the county government as a vehicle for promoting it, but it seems too specific to be appropriate as a strategic planning goal. 2.) This is a good idea but local food growth and use can only be a small part of our economy. 2.) Interested by not sure this is a county board item. 3.) Good idea for long term vision for County and valuable teaming exercise with Extension.
24	Pursue intergovernmental cooperation with municipalities and drainage districts to promote comprehensive change in design for community-wide stormwater management	3	1=2 2=5 3=8 4=6 5=3	1.) Beyond our means. 2.) Like above, interested but not in the top priorities for me. 2.) See item 5 comments. Already happening when appropriate. 3.) Don't want to see the County "take over" local drainage districts. 3.) This is already in some areas now. We can do our part. 3.) It may be easier to pull teeth than trying to work with some drainage districts, but we have to try. 3.) First understand what the drainage districts were established to do. Then pursue cooperation within the drainage district means and ability to work together. 3.) (5) for the county encouraging intergovernmental discussion (see also idea #5) among the municipalities and the drainage districts (and sanitary districts, which have an interest in stormwater management because stormwater and groundwater infiltrate sanitary sewers). (3) because while communication can always be better, in this particular subject area municipal and district staff members already communicate as a matter of course, so I'm not sure it cries out for county intervention. (1) for "comprehensive change" for its own sake-intergovernmental discussions can certainly be a vehicle for raising awareness and identifying best practices but in an area where the municipalities and drainage districts provide 95% of the heavy lifting and the cash, it seems more appropriate for the county to be a facilitator of discussion than a change agent. 4.) person crossed out "including working through Extension Education" 5.) Drainage districts need comprehensive renovation or supplementing -- requires action by the State. Much is truly good but system is not meeting modern needs. I could go on forever on this one.

Additional issues mentioned:

#1 Board members should be aware of each County department's duties and any enforcement powers they may have to deal with citizen issues.

#2 Establish a means to address concerns brought to Board meetings from residents. Once a concern is brought to the Board, the group or resident should get a reply on the issue from the Chair once discussed by the board.